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# *The University of Dayton*

# *News Release*

April 20, 1993

Contact: Rosemary Harty or Pam Huber

**LESSONS FROM WACO** — The terrible end of members of the Branch Davidian cult could have been avoided, University of Dayton sociologist Dan Miller says, if negotiations with leader David Koresh had not broken down. "Once they did, it looked like a losing situation for everyone," Miller says. The actions of the FBI and Bureau of Alcohol, Tobacco and Firearms reinforced the paranoia Koresh had fostered among his followers, says Miller. "It was us vs. them, against the evil outsiders. They saw themselves as the possessors of the truth," Miller says.

The key factor that leads cult members to dangerous action — such as setting fire to their own compound in a mass suicide — is isolation from society. "They have almost no contact with the outside world. They insulate themselves and their perceptions of reality become distorted." Miller noted more than 2,000 cults exist in the United States.

Call **Dan Miller** at (513) 229-2430 or (513) 296-0905

**KING VERDICT: A VICTORY FOR CIVIL RIGHTS?** — The federal trial of four Los Angeles police officers for violating the civil rights of beaten motorist Rodney King has more symbolic than legal value, says University of Dayton law professor Richard Saphire, an expert in civil rights cases. "Police officers are accused of using excessive force every day in major cities of the United States, and it's not very often the Justice Department doesn't get involved," Saphire says. "It was very much a political trial."

Federal civil rights cases are fairly rare, Saphire notes, although the legislation enabling the federal government to protect civil rights has been on the books since shortly after the Civil War. "The federal government simply doesn't have the resources to prosecute most cases," he said.

Call **Richard Saphire** at (513) 229-2820.

**TQM HALF-MEASURES WON'T WORK** — American companies trying to adopt total quality management measures will fail unless they set aside the "profit is king" principle and focus each day on implementing TQM guidelines, says a University of Dayton professor who has studied Japanese business techniques since the mid-1960s. "You have to practice TQM at all levels to be successful," says Robert T. Amsden, associate professor of management information systems and decision sciences at UD. "And it takes a lot of practice. It's just like football — you have to know the basic moves or it's hard to pull off a win." One stumbling block for American companies trying to adopt TQM is the overriding emphasis on the bottom line, Amsden says. "It's almost as if no one in the United States can understand anything else. TQM cannot work if return on assets is the primary goal of the company," he says.

Call **Robert Amsden** at (513) 229-2217.